Civil Service Commission

1981/1982 Annual Report

CIVIL SERVICE COMMISSION 1981/82

ANNUAL REPORT

ONTARIO CIVIL SERVICE COMMISSION

August 10, 1982

Ontario

Office of the
Chairman

The Management
Board of
Cabinet

Frost Building
Queen's Park
Toronto Ontario
416 965-6795

March 31, 1982

His Honour,
The Lieutenant Governor of
the Province of Ontario

May it please your Honour:

The undersigned respectfully presents the Annual Report of the Civil Service Commission of Ontario for the period ended March 31, 1982.

George R. McCague
Chairman
Management Board of Cabinet

Ontario

Office of the
Chairman

Civil
Service
Commission

416/965-2076

Frost Building South
Queen's Park
Toronto Ontario
M7A 1Z5

March 31, 1982

The Honourable George R. McCague
Chairman
Management Board of Cabinet

Dear Mr. Minister:

I am pleased to forward to you for your consideration, the Annual Report of the Civil Service Commission for the Fiscal Year ended March 31, 1982.

G. H. Waldrum

G. H. Waldrum
Chairman
Civil Service Commission

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DIRECTORY

Minister to whom the Commission reports	The Honourable George R. McCague Chairman The Management Board of Cabinet

Civil Service Commission

Chairman and Deputy Minister of the Civil Service Commission Staff	Mr. G. H. Waldrum
Commissioners	Mrs. E. M. McLellan Deputy Provincial Secretary for Social Development
	Mr. D. Sinclair Deputy Provincial Secretary for Justice
	Mrs. A. M. Kemp Director, Personnel Consumers' Gas Company
	T. E. Armstrong, Esq., Q.C. Deputy Minister of Labour
	Mr. R. J. Butler Secretary, Management Board of Cabinet (until December 31, 1981)
	Mr. R. D. Carman Secretary, Management Board of Cabinet (from January 25, 1982)
	Mr. H. Gilbert Deputy Minister of Transportation & Communications
Secretary	Mr. R. A. Whitelaw
Acting Secretary	Mrs. C. Bedborough (June 1981 - March 31, 1982)

Civil Service Commission Executive Staff

Executive Director Compensation Division	Mr. J. A. Jackson
Executive Director Staff Relations Division	Mr. J. R. Scott

Director Pay Policy Branch	Mr. K. W. Skelton
Director Classification Branch	Mr. H. D. Burt
Director Benefits Policy Branch	Miss E. Aboud
Director Recruitment Branch	Mr. L. M. Tobias
Director Staff Development Branch	Mr. T. A. Dawes
Executive Secretary Senior Appointments and Compensation	Mr. J. B. Hansen
Director Personnel Audit Branch	Mr. P. G. Schwindt
Director Administrative Services	Mr. I. H. Jennings

Public Service Appeal Boards

Chairman Public Service Grievance Board	Professor C. G. Simmons
Chairman Classification Rating Committee	Professor C. G. Simmons
Chairman Ontario Public Service Labour Relations Tribunal	O. B. Shime, Esq., Q.C.
Chairman Grievance Settlement Board	Mr. J. F. W. Weatherill
Secretary, Appeal Boards and Registrar, Tribunals	Mr. H. F. Goss

INTRODUCTION

The preparation of the Annual Report of the Ontario Civil Service Commission provides an ideal opportunity each year to highlight our activities and to indicate the plans for the next year. The information contained in the report is designed to provide an overview of the divisions and branches within the Commission.

The Civil Service Commission has the responsibility for administering the Public Service Act and developing policies concerning personnel management in the Ontario Government. Each year the Commission is faced with the management of ongoing and new issues in the personnel area. For example, during the past year staff have concentrated on matters such as surplus policy, performance appraisal, manpower planning, and executive development. Also, there have been a number of special concerns in terms of staffing the systems community, attendance improvement, and training and development.

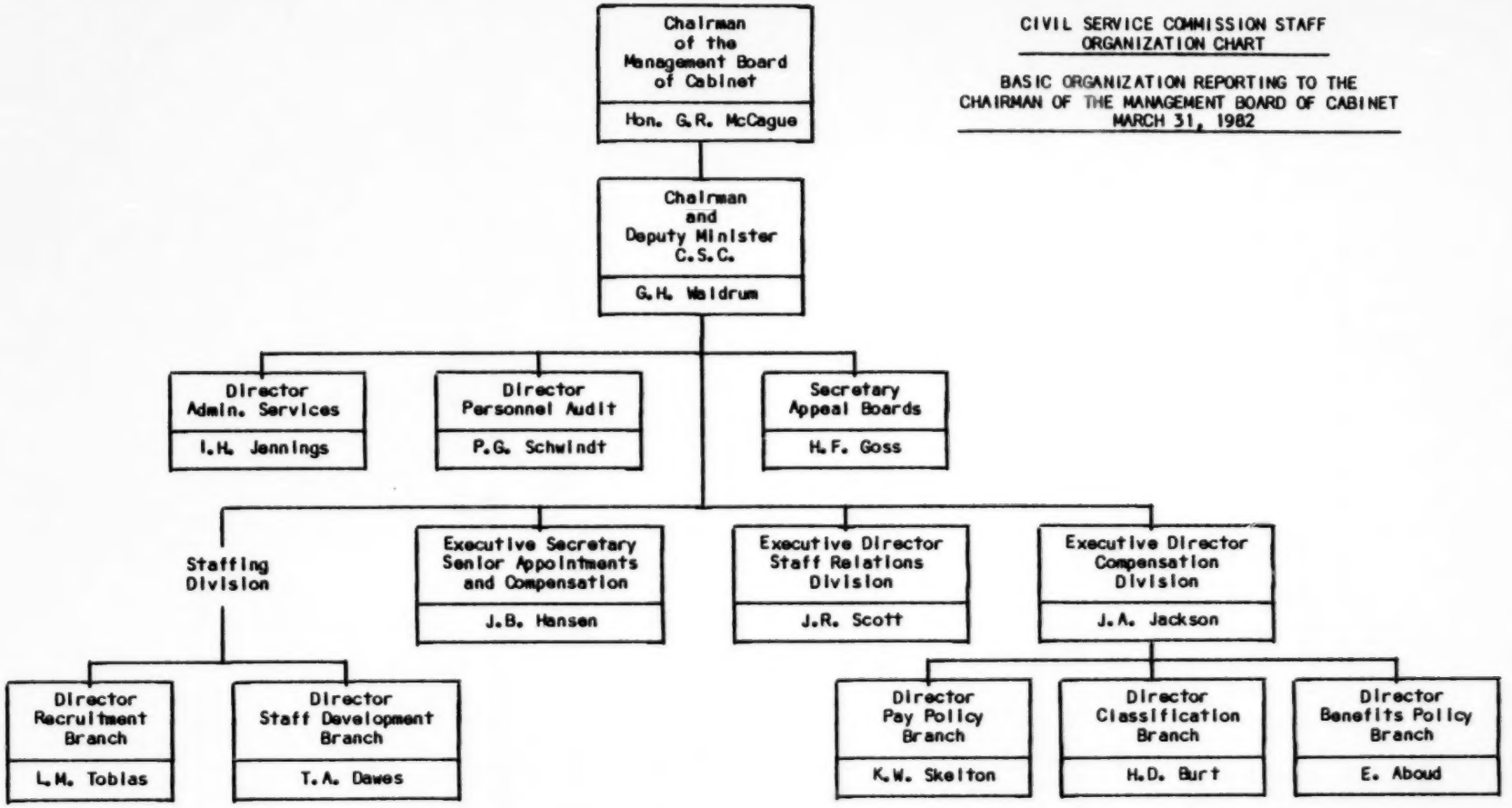
The objective of the Annual Report is to meet our commitment under the Public Service Act, to present, through the Minister to the Lieutenant Governor in Council, a report on the performance of the Commission duties during the preceding year. Accordingly, the report focusses on information in the statistical tables. A number of design changes have been made in the presentation of the tables this year to assist in interpretation.

The report acknowledges, not only the new initiatives, but also the ongoing major programs included in the day-to-day operations of the divisions and the branches.

G. H. Waldrum
Chairman
Ontario Civil Service Commission

CIVIL SERVICE COMMISSION STAFF
ORGANIZATION CHART

BASIC ORGANIZATION REPORTING TO THE
CHAIRMAN OF THE MANAGEMENT BOARD OF CABINET
MARCH 31, 1982



COMPENSATION DIVISION

The Compensation Division is responsible for the application and administration of the government's compensation policy for approximately 70,000 employees. The compensation policy of the government is to be a good employer and pay salaries, provide benefits and adhere to fair and equitable salary treatment practices in order to attract and retain competent employees to carry out the programs of the government. The Compensation Division includes three branches, Pay Policy Branch, Classification Branch, and Benefits Policy Branch and the Special Compensation and Training Section.

PAY POLICY BRANCH

The overall responsibility of the Pay Policy Branch is the development and publication of all pay structures, systems, and policies used by the Ontario Public Service.

To this end, the branch reviews annually the salary ranges of classes excluded from the bargaining unit and recommends, through the Management Board of Cabinet, salary revisions which allow the provincial government to continue to attract and retain the qualified staff it needs to run its programs. The branch also assists the Staff Relations Division in setting bargaining objectives for salary negotiations with the Ontario Public Service Employees' Union and provides advice as requested by the division in negotiations on working conditions.

The branch develops the legislation, policies, and procedures required in administering pay transactions, special compensation systems, and premium pay to ensure equitable and consistent treatment for provincial government employees. It also provides interpretation and advice to personnel practitioners in ministries at their request on the application of pay policies.

Highlights of 1981-82

1. Management Salary Revisions - April 1981

Management Compensation Plan

Cost	$35,503,415
No. Employees Covered	11,647

MEDICAL GROUP

Cost	$1,879,810
No. Employees Covered	263

LAW ENFORCEMENT

Cost	$708,430
No. Employees Covered	153

2. Management Compensation Option

Surveyed employee valuation of MCO and studied possible alternatives. Since there is no viable option that would be equally acceptable to employees without incurring higher costs, recommended that MCO be established permanently for Schedule 6 management employees.

BENEFITS POLICY BRANCH

This branch has two distinct areas of responsibility:

- development of policy on benefits for public servants; and
- coordination of public sector pension plan issues for the Management Board.

Within the framework of financial constraints and collective bargaining, the branch is responsible for policies and programs relating to benefits for public servants which include: vacations, holidays, sick leave, severance pay, life and disability insurance, hospital, drug and dental insurance and pensions. In addition, the branch develops service-wide policies on attendance improvement, monitors experience and provides training aids.

The branch also coordinates issues relating to employee pension plans in the Ontario public sector for Management Board. It is responsible for: early identification of problems, a consistent approach to problem resolution and the development of more effective cost control procedures.

A brief overview of the Attendance Improvement Program follows. This program compares favourably with some of the most effective programs in existence in the private sector.

ATTENDANCE IMPROVEMENT PROGRAM

Absenteeism has in recent years been the subject of much research because it provides one of the very few quantifiable measures of organizational health and managerial effectiveness in service organizations.

Results of research into causes of absenteeism in North America clearly indicate that the degree of disability experienced by an employee who is sick is affected by non-medical factors such as personal problems, working conditions, and relationships with supervisors and co-workers. This is especially true of short absences of one to two days.

While no researcher has as yet been able to determine the degree of absence due to serious illness as opposed to other problems, there is a growing conviction that much of the short-term absence can be controlled by giving greater attention to the relevant factors and to the training of supervisors in the management of people.

Program Highlights

The Civil Service Commission has established a comprehensive system of absence data collection, analysis and reporting. This information is made available to supervisors at various levels in the public service.

The Commission is responsible for the development of service-wide policies, monitoring of experience and provision of training aids to ministries.

In the last year a comprehensive training package has been produced, in cooperation with other ministries, which includes a film and course manual. Ministries are integrating this package into their training programs, which are intended to enhance supervisors' awareness of absenteeism as a performance problem and to assist them to manage more effectively.

The statistics quoted below indicate that, on a service-wide basis, the program is having a positive impact.

Public Service Statistics

A review of the reports for the last year indicates that there has been a steady improvement in service-wide absence. For the 12-month periods ending each quarter from December 1980 to December 1981, the figures are:

12 Months Ending	Average Absences Days	Absences as % of Time
December 1980	10.81	4.59
March 1981	10.57	4.50
June 1981	10.46	4.46
September 1981	10.37	4.43
December 1981	10.22	4.37

Comparisons with Private Sector

Results of surveys carried out by the Ministry of Labour, private researchers and the Civil Service Commission indicate that few employers maintain and analyze absence records. The Ministry of Labour survey of 1,600 Ontario firms shows that only 17% keep absence data.

It is not possible, therefore, at this time to make any meaningful comparisons of absence statistics of the Ontario public sector with the private sector.

A Globe and Mail article dated October 1, 1981 quotes the chairman of the Ontario division of the Canadian Manufacturers' Association to the effect that "absenteeism is such a problem that it is common for companies to overstaff by as much as 10%, particularly in production areas, to avoid disruption".

Costs of Time Lost

For the 12-month period ending December 31, 1981, the cost of time lost because of sickness was equal to 3.40% of payroll.

This amount should be considered in relation to the cost of other time not worked for which payment is made:

3 weeks' vacation	- 5.75% of payroll
11 statutory holidays	- 4.22% of payroll
10-minute rest periods, morning and afternoon	- 3.70% of payroll

CLASSIFICATION BRANCH

The Classification Branch is responsible for the classification and position administration systems whereby positions in the Ontario Public Service can be established, described, evaluated and classified equitably. In order to do this, the branch provides policies and procedures which govern the methodologies of position description, administration and classification; develops evaluation standards to measure the relative worth of positions; classifies key and other designated positions and institutes such review mechanisms as are appropriate to afford classification equity across the service.

While the Civil Service Commission establishes the evaluation standards for use across the public service, responsibility for the actual classification of most positions is delegated to operating ministries, with the central agency retaining only limited classification control. The branch's current emphasis is classification policy development, standards setting and classification performance monitoring through classification and position administration trend data systems.

Classification Highlights

The Classification Branch was involved in ongoing and new initiatives. For example:

- About 130 unused management and bargaining unit classes were reviewed and arrangements to delete them were concluded with the Pay Policy Branch and approved by the Civil Service Commission.

- A variety of essential projects continued to be carried out where classification standards needed restructuring. An extensive review continues on the classification system for the Clerical and Office Services Categories and for the Social Work and Institutional Classes in the service, together with an extensive program of classification standards maintenance.

- A corporate classification review and computerized monitoring program has been introduced. This provides the Commission and ministries with reliable information on position administration and classification, thereby assisting ministries in meeting their delegated classification requirements. The information and performance indicators we currently provide or plan to provide in the future, enable ministries and the Commission to priorize and gauge their response to position administration and classification trends that they perceive to be undesirable.

During 1981/82, the Commission had four systems in place and was able to report regularly to ministries and formally in an annual report on:

- Age of Position Specifications
- Extent of Retroactive Classification
- Document Processing Reliability
- Changes in Classification Levels

In addition, a statistically reliable method of testing the quality of service-wide classification was developed and carried out during 1981/82.

Both the indicators and the service-wide test indicate that delegated classification and position administration is being carried out in a responsible manner by individual ministries and service-wide generally.

Our plans are to expand the monitoring program into other areas relevant to ministries and the Commission.

SPECIAL COMPENSATION AND TRAINING SECTION

The section combines two separate areas of responsibility for special compensation and training and communications.

Special Compensation provides advice and consultation on the utilization and application of current and emergent technologies in the field of compensation; a compensation advisory service on executive allocations and compensation issues which has cross-divisional/service implications or is for specialized groups both within and outside the government.

Training and Communication provides training for the personnel community and line managers in the area of compensation and communication of compensation systems to all employees of the Ontario Public Service.

Compensation Training Packages for Line Managers

A corporate compensation training program was initiated with the first training module being the "Classification Grievance Workshop for Line Managers". The one-day workshop is an intensive overview of the line manager's role in the grievance process with the focus on prevention. Ministry personnel were trained to deliver the module to their managers.

The second module in the program, "Job Description Writing for Line Managers", has recently been completed. This is also a one-day workshop designed to prepare line managers to write job descriptions for bargaining unit positions in their organization. A number of Pilot Workshops for Managers and Train the Trainer sessions for Personnel Administrators have been scheduled for the summer and early fall of 1982.

Compensation Training Program for Personnel Officers

The program exists to provide training courses on compensation to personnel officers throughout the Ontario Public Service.

Statistics - 1980-81

Number of personnel officers trained this year - 132
Number of courses given this year - 10
Total number trained since program started in 1975 - 1417

STAFF RELATIONS DIVISION

The Staff Relations Division is responsible for the development and maintenance of policies governing relations between management and bargaining agents representing employees in the Ontario Public Service. The division, on behalf of Management Board of Cabinet, negotiates agreements covering terms and conditions of employment and represents the Board with respect to employee relations issues arising during the term of these agreements. It provides advice, guidance and direct assistance as required to ministry management in the processing of grievances and the handling of ministry employee relations matters and acts in an advisory capacity to agencies, boards and commissions covered by the Crown Employees Collective Bargaining Act with respect to their collective bargaining and labour relations activities. The division also coordinates employer appearances before the Ontario Public Service Labour Relations Tribunal, the Ontario Crown Employees Grievance Settlement Board, the Public Service Grievance Board, and the Classification Rating Committee. Under the Ontario Public Service Act the division also negotiates collective agreements covering wages, working conditions and employee benefits for uniformed staff in the Ontario Provincial Police. The division is also responsible for the collection, analysis and maintenance of data on external rates of pay, conditions of employment and related matters required in support of collective bargaining and pay determination activities.

The division, with a complement of sixteen staff, consists of two sections - Staff Relations and Pay Research. Activities during the year involved:

- The negotiation of a 21-month agreement with the Ontario Provincial Police Association covering wages, working conditions and employee benefits for the period April 1, 1981 to December 31, 1982 for some 3,900 uniformed staff in the OPP.

- The negotiation of renewal agreements effective from January 1, 1982 with the Ontario Public Service Employees Union covering wage rates for classifications in the Administrative, Clerical, Correctional, General Operational Institutional Care, Maintenance, Office Scientific and Professional, and Technical Services Categories.

- The negotiation of a renewal agreement effective from January 1, 1982 covering working conditions and employee benefits for some 52,100 employees in the OPS represented by the Ontario Public Service Employees Union.

- The conclusion of discussions with the Ontario Public Service Employees' Union on the exclusion and inclusion of positions from and into the bargaining unit in accordance with criteria contained in the Crown Employees Collective Bargaining Act. These discussions resulted in approximately 2,900 employees previously excluded being assigned to the bargaining unit and 500 persons moved from bargaining unit to excluded status. Since the Ontario Public Service is not static, it is necessary to have an ongoing maintenance program; this is in place and is continuing.

- The coordination of grievance hearings before the Grievance Settlement Board and the expediting of grievance cases prior to formal board hearings.

- The provision of advice to other divisions and branches in the Civil Service Commission and the Management Board Secretariat with respect to employee relations implications of new and/or revised personnel policies and procedures.

- The training and instruction at conferences, seminars, workshops, etc. of line managers and personnel practitioners in labour relations matters.

- The provision of advice and guidance to ministries, agencies, boards and commissions on the interpretation and administration of collective agreements, the negotiation of agreements and the application of labour relations legislation.

- The carrying out of market surveys and studies to obtain data on occupational rates of pay and related compensation policies and practices.

- The preparation of reports containing market data and other information required for scheduled negotiations and compensation reviews and the provision of support services during and following collective bargaining negotiations.

- The exchange of compensation information with other public and private sector employers in the province, the federal government and the other provincial governments.

- The preparation and dissemination of statistics and other information on OPS compensation and collective bargaining activities.

SENIOR APPOINTMENTS AND COMPENSATION

Executive Staffing

A total of 153 assignments to executive positions were made during the year, 33 of them secondments and career rotations for developmental purposes.

Computerization of executive manpower data is under way. It is anticipated that, when fully implemented, the system will enhance the Commission's ability to respond quickly and effectively when called upon to fill vacancies in the executive structure of the Public Service, as well as its capacity to identify future executives and so order their assignments as to better enable them to realize their potential.

Executive Compensation

The year's activity was centred on the implementation of the new Executive Compensation Plan job evaluation and classification system. Work was completed in two phases.

Phase 1 involved the staff of Senior Appointments and Compensation in the design and delivery of a series of comprehensive one-day training sessions aimed at familiarizing ministry staff with the design, structure, interpretation and use of the system.

Phase 2 consisted of the joint evaluation by ministry and Senior Appointments staff of all executive positions in each ministry, and the preparation of a report to each deputy minister recommending appropriate classifications.

Ninety-seven percent of all executive positions had been evaluated and classified within the new plan by year end.

Executive Development

As part of a review of activities in the area of in-house executive education, a survey was conducted of all those who have participated in the Program Executive Seminars since their inception in 1976. The purpose of the survey was to determine how effective the seminars have been in meeting executives' developmental needs and to seek advice for directions in the 80s. The results of the survey are now under review by a committee of line ministry executives that has been appointed to advise the Civil Service Commission on the design of an in-house education program to meet the developmental needs of Public Service executives in a period of continuing restraint.

RECRUITMENT BRANCH

The branch goal is to provide staffing policies and services which are consistent with the goals of the Commission and which enable and require ministries to fill positions with people who are qualified and competent.

To achieve this goal, the branch is organized into three sections:

a) The Policy Section develops and monitors the application of staffing policies. Advice, interpretations and assistance are provided to ministries which conduct their own recruitment and selection activities under delegated authority. The section also coordinates the placement of surplus staff. Monitoring of staffing activities in ministries provides information for decision-making at the ministry and corporate levels. Special policy-related projects are undertaken to improve and streamline the staffing process and to resolve associated problems.

b) The Staffing Training Section provides technical and skill-building instruction to personnel administrators and program managers in the staffing process and its application. Training workshops, designed to meet their unique requirements, are provided for ministry staff. Where the staffing process is well understood and properly applied, the requirement for direct control over staffing transactions is minimized.

c) The Staffing Section provides direct staffing services to ministries and to the public. The section operates the government's cost recoverable temporary help service. This assists ministries, during periods of short-term workload growth, temporary absence of staff, or temporary or experimental programs. The section also provides a recruitment information service for the public seeking permanent employment in the Ontario Public Service and assists ministries in filling permanent entry-level vacancies by maintaining an inventory of competent and job-ready candidates. A special program of assistance in placing handicapped persons is administered.

The section provides testing services for clerical, typing and stenographic skills.

Special assistance is provided to Metropolitan Toronto high school business education students to obtain a work-week experience in various ministries which will familiarize the students with employment in a business environment. In addition, staffing officers represent the Ontario Public Service at the various Career Opportunities presentations sponsored by high schools throughout the province.

Some Activity Highlights of 1981/82

In the Policy Section, the placement of surplus staff required a major effort. The section was also actively involved in designing, coordinating and managing a strategy to find alternate employment for employees unable to relocate to Oshawa or Kingston.

During the past fiscal year there has been a significant net increase (64%) in the number of personnel administrators receiving training in the selection process. The number of line managers also trained has increased (30%). This reflects in-house training by ministries using the program prepared by the Recruitment Branch. Through special workshops, ministry trainers are provided with the necessary knowledge and skills to train their own program managers.

The training package now includes a videotape production which deals with good post-competition activities and an overview of the staffing grievance process.

To mark the International Year of the Disabled (IYDP) in 1981, special initiatives in the Recruitment Branch were undertaken to focus attention on employment possibilities for disabled persons. This complemented the efforts of the Ontario Government for IYDP to assist disabled persons to integrate and participate in all aspects of society.

During 1981 a special series of seminars was held to familiarize ministry personnel to existing barriers in employment practices, attitudes, services and buildings in the Ontario Public Service. A series of articles in topical on specific handicapped employees was also published to demonstrate that many disabilities neither prevent nor reduce a person's ability to handle certain occupations.

During IYPD a total of 109 ministry placements of disabled persons was coordinated through the Recruitment Branch. In addition, 43 persons participated in temporary work programs in ministries for periods varying from four to twelve weeks to assess and prepare them for regular employment. By the end of 1981, 33% of the participants in the temporary work program had already found gainful employment, 15% were seeking employment and the remainder were undergoing further rehabilitation.

STAFF DEVELOPMENT BRANCH

Staff Development Centre

The Staff Development Centre fulfilled its requirement to provide a residential learning and meeting facility which would meet the exclusive needs of government ministries and ministry-sponsored agencies. This was done on a full cost recovery basis.

The centre was officially transferred to Georgian College at the completion of fiscal 1981/82, but will continue to operate primarily as a civil service training centre under the auspices of the college.

Career Counselling

Career counselling is available to civil servants who wish help in planning their career paths within the Ontario civil service. While primary responsibility for this service rests with the individual ministries, the Civil Service Commission provides a limited central service. During the last year over 500 employee consultations took place. Counselling sessions took place in Toronto, London, Ottawa, Thunder Bay, Windsor, and Kingston on a regular basis. Information talks concerning the counselling service were given to several groups in the Ministry of Health, Community and Social Services and the Ministry of Consumer and Commercial Relations.

Employee Assistance Program

In December 1982, the Civil Service Commission approved a submission from the Ontario Public Service Employees' Union concerning the setting up of a Joint Management/Union Committee to give direction in instituting employee assistance programs on a trial basis in selected ministries. This program is funded 50% by the government of Ontario and 50% by the union. The Committee has issued a broad statement of purpose under which the EAP projects will operate and is also currently selecting appropriate sites.

An Employee Assistance Program is a voluntary broad-based service that provides employees and their families with confidential, professional assistance to deal with a variety of human problems. Alcohol and drug abuse problems will be a focal point of this program, however, the program will also address marital, financial, psychological, legal, social, vocational and work-related concerns. The program will include needs assessment, education, training, counselling, treatment and referral, and evaluation components.

PLANNING AND NEW PROGRAMS

The Planning and New Programs Section is the focal point for the provision of improved approaches to work force planning and management. Projects, programs and policies are developed to improve service-wide work force planning and to enhance organization performance, employee job satisfaction and employee-manager relations.

(a) Work Force Planning

Corporate work force planning efforts proceeded in two main areas. The first focussed on continued development of occupational group scanning methods, dealing with such matters as potential retirements, turnover and career progression. Seven occupational groups were scanned for the period 1975-1980. These scans were completed in 1981 and included the Personnel Administration, Financial Administration, Systems Services, Communications, Purchasing and Supply, Economics and Statistics, and Program Analysis groups. The reports were presented to group councils where the latter were available. While validation of the potential concerns raised in the scans has not been done by most councils, there is a general consensus that the observations are fairly accurate and that the scan is a useful diagnostic tool.

Ministry access to the CSC computer programs used for the scans is being considered so that ministries may use the process for groups unique to their own organizations. A methodology on the scanning procedure has been completed and will be made available to ministry personnel units at their request.

The second area of concentration in work force planning was on developing an effective and visible corporate career planning strategy. It was decided to identify and verify the critical technical and managerial skills necessary for success in key occupational groups, then communicate this information to those people looking to develop their careers in

these fields. The first stage in the process, entitled "task/critical skill analysis" has begun with the internal auditors and will be extended in 1982 to the systems community. There will also be an analysis of a representative group of middle managers to identify the critical skills and knowledge necessary for middle managers to function effectively.

The Commission's overall strategy is to work alongside individual ministry work force planning staff in order to teach the critical skills identification process, then aggregate the information furnished by each ministry and establish a central data bank from which decisions can be made about government training and development needs, inter and intra occupational group career paths and the supply and demand for various skills. The Commission will coordinate the analysis of service-wide occupational groups. The information will also be used for career counselling purposes.

(b) Performance Appraisal

During the first six months of 1981, ministries were interviewed to review the degree of implementation of the government's performance appraisal policy promulgated January, 1980. More than 80% of the ministries had met or exceeded their projected implementation plans and matched or exceeded the intent of policy.

Ministries were supportive of having a corporate policy in place which provided them with the ability to design individual programs within corporate objectives.

(c) Management Standards Booklets

Two Management Standards booklets in the field of human resources management were intiated in January 1982, namely, Human Resource Planning and Performance Management.

The main research and writing is being carried out by Work Groups drawn from the cooperating ministries through the Resource Teams whose role it is to advise the working groups and review their various drafts. The Commission officers in both Resource Teams were from the Planning and New Programs Section.

(d) Quality of Working Life

The Civil Service Commission is interested in Quality of Working Life as it may result in changes in the workplace that furnish employees with increased job satisfaction and provide the organization with better performance and may result in improved labour relations.

On February 10, 1981, the Chairman of the Civil Service Commission and the Vice President of the Ontario Public Service Employees Union signed a Statement of Purpose and Shelter Agreement which reflects the intent of both the union and the employer to support Quality of Working Life initiatives in the Ontario Public Service.

Since the signing of the Statement of Purpose, a number of information sessions have been given by Commission staff, by the Union, or jointly. Twelve potential sites have been identified, of which one, the Oakridge Unit at the Mental Health Centre, Penetanguishene, is now official. Two other sites look like good possibilities.

A major development during the year was the agreement that the Ontario Quality of Working Life Centre will provide consulting services for the first official sites identified. This will provide sites within the Ontario Public Service with a high quality of consulting expertise.

(e) Summary of Staff Development in the Ontario Public Service (1979/80 and 1980/81)

The Summary of Staff Development in the Ontario Public Service represents the first comprehensive survey of staff development activity within the government. It was developed jointly by Planning and New Programs and the Women Crown Employees Office.

The summary follows the main variables compiled by ministries in their annual Staff Development Reports, highlighting:

(a) participant and staff development expenditures;
(b) course types and source of programs;
(c) participation by office services category compared with other modules; and
(d) organizational support.

The summary, in draft form, was reviewed with staff development managers and affirmative action program managers, for their verification and recommendations prior to publication.

(f) Pilot Personnel Training Program

In February 1980 the Civil Service Commission approved a proposal for a centrally coordinated pilot personnel training program. The program was designed to identify, assess and provide developmental opportunities for civil servants who wish to become personnel practitioners.

During 1980 an assessment process was designed and administered and on-the-job training assignments for the successful participants commenced during the months of January through June 1981, and ended between the months of August and December 1981. On-the-job training was supplemented by several Commission courses and a series of less formal seminars on topics of interest to personnel administrators.

The program was independently evaluated and the findings and recommendations were presented to the Personnel Manpower Planning Committee. Although the committee decided against a re-introduction of the program because the demand for trainees was not as strong as it had once been, it was agreed that much had been learned about such work force planning techniques as assessment centres, career planning, and task and critical skill analysis.

(g) Consultation

During the year, the unit continued to provide consultation and assistance on policy interpretation and application to ministries, agencies, other provinces and the private sector regarding performance appraisal, staff development policies, work force planning, quality of working life, employee orientation, variable working hours, and other human resource management initiatives.

STAFF DEVELOPMENT SERVICES

During the fiscal year 1981/82 Staff Development Services consolidated its range of programs and started efforts to make the courses offered more directly focused on the operational needs of ministries. To do this, some courses were cancelled while others were changed, to some degree, to make their application more job-related.

In total, 34 different courses were offered 166 times. This resulted in about 2900 civil servants being trained. This represents approximately 9000 course days.

The consulting function, which is an integral part of the range of services offered by the unit, provided 230 days of team-building, goal-setting, management coaching and organizational problem-solving help to ministries during the year.

FRENCH LANGUAGE SERVICES

This section provides French-language training to public servants, coordinates exchanges with Quebec and liaises with ministries on matters of personnel policies related to the provision of services in French.

The language training program comprises day and evening classes, specialized ministry classes and private tutoring.

Except for the Toronto evening program, which caters to both federal and provincial students, language training of a general nature is decreasing. On the other hand, we have experienced an increase in the number of courses which focus on the needs of client ministries.

In the past year, some 600 students have participated in language training in Cochrane, Cornwall, Goderich, North Bay, Ottawa, Sault Ste. Marie, Sudbury, Thunder Bay, Timmins, Toronto and Windsor.

In the summer of 1981, 147 Quebec and 96 Ontario university students participated in the Ontario/Quebec Summer Job Exchange Program. This thirteen-week program provides the students with an opportunity to become acquainted with the culture of the host province, to improve the student's second language skill, and to benefit from a worthwhile work experience. The students are placed in the ministries and agencies of the Ontario/Quebec governments.

Efforts to effect reciprocal civil servant exchanges had to be abandoned for the time being in light of particularly acute budget constraints. It is hoped that this vehicle may be used to provide managerial and professional experience to potential executives.

A francophone civil servant attended a four-week international conference of hospital administrators held under the auspices of L'Agence de Cooperation Culturelle et Technique.

ADMINISTRATIVE SERVICES BRANCH

This branch is responsible for a number of functions in support of the internal operations of the Commission. These include the traditional support functions such as personnel, finance, data processing, and library services. However, the branch is also responsible for maintaining and distributing those volumes of the government's Manual of Administration devoted to corporate personnel policies and procedures. In addition the branch provides secretariat support for all meetings of the management committees of the Civil Service Commission and the Civil Service Commission itself. This secretariat support also extends to the activities of the employee's Quarter Century Club and includes the controllership of the funds allocated to the Club's activities.

The branch is also responsible for a number of corporate services provided to ministries which are related to, but are not directly a part of, the personnel administration mandate of the Civil Service Commission.

Communications and Publicity

Communications and Publicity services involve the production and distribution of topical, a newspaper designed to inform employees of government policies, programs and people. This tabloid appears twice a month. Four times a year, special issues of topical are published that are dedicated to material of particular interest to pensioners. These services also involve the production and distribution of job mart, a tabloid solely concerned with the advertising of job opportunities in the Ontario Public Service. This tabloid appears weekly: on the weeks that topical is published it forms part of this tabloid. The coordination of the placement of most civil service job advertisements in selected external media also forms a part of these advertising responsibilities.

Employee Charity

Employee Charity services include the coordination of the government employee's charity campaigns and the trusteeship of the funds collected through these campaigns. During 1981/82, $1,025,498.96 was collected through 27 local campaigns for the United Way charities, and $235,475.89 was raised in support of the Cancer/Heart Research charities. In addition, a number of Blood Donor Clinics for government employees are held on a regular basis in the Toronto area.

Chaplaincy Services

Chaplaincy Services provides overall coordination of the activities of the chaplains employed by the Ministries of Community and Social Services, Correctional Services, and Health. In addition to the pastoral care these chaplains provide to the residents of the government's institutions, they also provide advice and assistance to local clergy in helping former residents to be absorbed into the spiritual life of their communities. The coordination of these pastoral activities is undertaken in cooperation with the Ontario Provincial Inter-Faith Committee on Chaplaincy. This Committee is composed of delegates from thirteen different faith groups. Representatives of the three ministries employing chaplains and the Inter-Faith Committee meet at regular intervals in joint session to define the policies under which these ministries will provide pastoral care to their charges.

PERSONNEL AUDIT BRANCH

As the central personnel agency for the Ontario Public Service, the Civil Service Commission is responsible for the development and implementation of a wide range of corporate personnel policies, guidelines, and procedures, most of which it has authorized ministries to administer on its behalf.

The Personnel Audit Branch is an internal audit group which reports to the Chairman of the Civil Service Commission. Its purpose is to evaluate the application of corporate personnel policies, guidelines, and procedures on a service-wide basis; to identify potential for improvement in the personnel systems examined; and to recommend corrective/constructive actions to ministries and/or the Civil Service Commission as applicable.

PUBLIC SERVICE APPEAL BOARDS

The four statutory tribunals, comprising the Public Service Appeal Boards function independently of the Civil Service Commission, with offices at 180 Dundas Street West in Toronto. Grievance Settlement Board and Labour Relations Tribunal members are appointed by Order-in-Council upon nominations received from the respective parties. The Chairman and members of the Public Service Grievance Board are appointed by Order-in-Council. The Classification Rating Committee Chairman and members are designated by the Chairman, Civil Service Commission. A small staff is assigned to provide administrative and clerical support to the Boards and Tribunal.

The Grievance Settlement Board, by its nature, has more cases pending hearing but the large backlog of two years ago has been reduced to acceptable levels.

Labour relations disputes arising between the Crown in Right of Ontario as the employer and its employees in bargaining units may be heard and resolved by an appropriate tripartite tribunal established under the Crown Employees Collective Bargaining Act. In the case of non-bargaining unit employees, individuals may be heard by quasi-judicial tribunals under the Public Service Act and Regulations.

The Ontario Public Service Labour Relations Tribunal administers the Crown Employees Collective Bargaining Act and is empowered by the Act to decide disputes referred to it by the parties relative to union representation rights such as: collective bargaining procedures, mediation and/or arbitration of collective agreements; good faith bargaining; alleged strikes and/or lockouts; consent to prosecute under the Act; inclusions and exclusions of employees under the Act. Individual bargaining unit employees may also enter appeals on such matters such as: union dues, fair representation, and complaints of irregularities allegedly contravening the Act.

The Grievance Settlement Board, established by Section 19(1) of the Crown Employees Collective Bargaining Act, is solely responsible for the adjudication of union and employee rights disputes such as dismissals, suspensions, discipline, working conditions, and classification. Union policy grievances may require the Board to interpret sections of collective agreements. Although the Tribunal is empowered by the Act to review its own decisions upon application by one or more of the parties, Grievance Settlement Board decisions may be reviewed only by the courts and then on very narrow grounds such as: jurisdiction, natural justice, statute interpretations, rather than on matters of merit.

The Public Service Grievance Board, authorized by the Public Service Act, and in particular Part 5 of Regulation 881, sits in quasi-judicial proceedings to hear grievances from non-bargaining unit employees concerning working condition matters such as: dismissal, suspension, merit increase, promotion and transfer. Decisions are final, although dismissals are subject to the authority of the Lieutenant Governor in Council and to judicial review as with the Grievance Settlement Board.

Classification Rating Committees are designated by the Chairman, Civil Service Commission. Pursuant to Regulation 881 under the Public Service Act, he refers, to a committee, position classification grievances from eligible employees who are excluded from the Crown Employees Collective Bargaining Act. Such Committees are quasi-judicial tribunals and sit with one personnel administrator from a non-interested ministry and two persons who are not civil servants. One of the latter two acts as Chairman.

Activities of the Appeal Boards

Fiscal Year 1981/82

	On Hand Apr.1/81	Received	Withdrawn	Completed	Pending (Mar. 31, 1982)
Tribunal	5	43	10	18	20
Grievance Settlement Board	781	627	806	155	447
Public Service Grievance Board	5*	17	8	7	7
Rating Committee	12*	30	15	15	12
	803	717	839	195	486

The above data is based on settled and/or withdrawn grievances and issued awards; for the Tribunal, proceedings completed or terminated by the Tribunal.

* adjusted figures - from 2 and 2 respectively.

TOTAL STAFF STRENGTH* - ONTARIO PUBLIC SERVICE

		CLASSIFIED	UNCLASSIFIED	CROWN	TOTAL
1980	March	67,999	12,241	2,283	82,523
	April	67,821	12,024	2,292	82,137
	May	67,898	19,633	2,290	89,821
	June	67,905	23,229	2,309	93,443
	July	67,856	27,964	2,324	98,144
	August	67,728	25,124	2,319	95,171
	September	67,680	16,629	2,323	86,632
	October	67,695	14,287	2,310	84,292
	November**	67,592	13,554	1,352	82,498
	December	67,577	12,947	1,355	81,879
1981	January	67,673	13,179	1,317	82,169
	February	67,685	13,585	1,317	82,587
	March	67,637	13,208	1,314	82,159
	April	67,709	12,959	1,294	81,962
	May	67,725	20,268	1,294	89,287
	June	67,701	21,818	1,298	90,817
	July	67,491	27,331	1,294	96,116
	August	67,296	24,923	1,286	93,505
	September	67,175	17,092	1,340	85,607
	October	67,127	13,868	1,334	82,329
	November	67,174	13,632	1,335	82,141
	December	67,118	13,379	1,347	81,844
1982	January	67,030	13,428	1,351	81,809
	February	66,893	13,529	1,351	81,773
	March	66,966	13,509	1,351	81,826

* Includes OPP and Security Guard and Environment Plant Operator classified staff and Environment Plant Operator unclassified staff.

* Excludes Lieutenant Governor, Provincial Auditor, Ombudsman and Legislative Assembly.

** Responsibility for operations was transferred from the Province to the Metropolitan Toronto Housing Authority effective November 1, 1980.

NOTE: Employees who are receiving Long Term Income Protection are not counted in the above statistics but are reflected in the statistical tables at the back of this report.

NOTES ON STATISTICAL TABLES

1) The figures in the following tables include all civil servants recorded on the "Integrated Payroll, Personnel, Employee Benefits System". This system is the only ready source for the data on which the information the Commission requires is based. However, as with any computerized system, this data is subject to errors in coding and delays in input; the tables should therefore be read for their general statistical value, not as perfectly accurate "counts".

2) The reader should also be aware that the figures include civil servants on leave of absence without pay and the Long Term Insurance Plan, but, as noted, such civil servants are not included in the Total Staff Strength, Ontario Public Service table on the previous page.

3) This year, as well as last year, the senior executives have been included in the Civil Service enrolment figures.

4) The Civil Service Enrolment By Geographic Location is based on the work location of the employee in the Regional Municipalities, counties and districts as defined in the Municipal Directory published by the Ontario Ministry of Intergovernmental Affairs.

5) A general review of the accuracy of the figures published in the tables was undertaken in 1980/81. Changes to previously published data resulting from this review have been noted in the following tables.

CIVIL SERVICE ENROLMENT

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
Agriculture & Food	1,550	1,566	1,517
Attorney General	3,017	3,089	3,123
Cabinet Office	33	32	29
Colleges & Universities	615	578	581
Community & Social Services	10,509	10,454	10,281
Consumer & Commercial Relations	1,838	1,846	1,750
Correctional Services	4,707	4,864	4,867
Culture & Recreation	879	882	822
Education	1,473	1,595	1,538
Energy	100	125	157
Environment	1,997*	2,006	2,050
Government Services	2,870	2,787	2,853
Health	11,407	11,390	11,082
Housing	1,086	988	1,198
Industry & Tourism	498	516	481
Intergovernmental Affairs	195	243	50
Justice Policy Secretariat	12	13	13
Labour	1,272	1,394	1,414
Lieutenant Governor's Office	4	3	2
Management Board of Cabinet	250	245	244
Natural Resources	4,413	4,404	4,348
Niagara Escarpment Commission	2	1	2
Northern Affairs	153	161	163
Office of the Premier	48	49	48
Ontario Development Corporation	170	159	153
Ontario Place Corporation	57	58	59
Resources Policy Secretariat	15	15	11
Revenue	3,848	3,747	3,700
Social Policy Secretariat	36	33	36
Solicitor General	5,672	5,690	5,854
Transportation & Communications	10,307	10,169	10,039
Treasury and Economics	415	386	389
TOTAL	69,448	69,488	68,854

* Correction to figures published in 1979/80 Report.

NOTE 1: Provincial Auditor, Office of the Ombudsman, and Legislative Assembly are not reported as they do not employ civil servants.

NOTE 2: The OPP Uniformed Staff are included in the figures for the Solicitor General and consist of the following: 4,141 as at March 31, 1980; 4,153 as at March 31, 1981; and 4,144 as at March 31, 1982.

DISTRIBUTION OF TOTAL SERVICE

A. By Age Intervals

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
Under 25	5,522	5,080	4,420
25 - 34	21,639	21,483	20,448
35 - 44	15,973	16,655	17,749
45 - 54	14,152	14,174	14,180
55 - 64	11,970	11,944	11,917
65 and Over	192	152	140
TOTAL	69,448	69,488	68,854

B. By Staff Type

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
Regular	62,848	63,667	64,071
Probationary	6,600	5,821	4,783
TOTAL	69,448	69,488	68,854

DISTRIBUTION OF TOTAL SERVICE

C. By Sex

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
Males	41,086	40,884	40,291
Females	28,362	28,604	28,563
TOTAL	69,448	69,488	68,854

D. By Salary Intervals

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
Under $10,000	1,096	283	197
10,000 - 14,999	30,368	19,800	8,405
15,000 - 19,999	17,240	22,210	26,875
20,000 - 24,999	12,269	15,348	15,102
25,000 - 29,999	4,414	5,544	8,678
30,000 - 34,999	2,087	2,823	4,288
35,000 - 39,999	1,209	1,774	2,333
40,000 and Over	765	1,706	2,976
TOTAL	69,448	69,488	68,854

DISTRIBUTION OF TOTAL SERVICE

E. By Year of Appointment

	Mar. 31, 1980	Mar. 31, 1981	Mar. 31, 1982
1982			851*
1981		1,008*	4,606
1980	1,121*	5,434	4,651
1979	5,318	4,522	4,004
1978	5,095	4,472	4,075
1977	3,916	3,513	3,210
1976	3,309	2,981	2,750
1975	3,634	3,304	3,101
1974	5,071	4,697	4,383
1973 and Before	41,984	39,557	37,223
TOTAL	69,448	69,488	68,854

* Represents the first quarter of the calendar year

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1982

A. By Age and Salary Groups

SALARY	UNDER 25	25-34	35-44	45-54	55-64	65 AND OVER	TOTAL
Under $10,000	4	6	18	44	124	1	197
10,000 - 14,999	1,779	2,493	1,523	1,134	1,457	19	8,405
15,000 - 19,999	2,096	8,846	5,827	5,108	4,933	65	26,875
20,000 - 24,999	461	5,169	4,004	3,053	2,397	18	15,102
25,000 - 29,999	80	2,630	3,045	1,800	1,113	10	8,678
30,000 - 34,999	-	818	1,537	1,246	681	6	4,288
35,000 - 39,999	-	291	843	729	467	3	2,333
40,000 and Over	-	195	952	1,066	745	18	2,976
Total	4,420	20,448	17,749	14,180	11,917	140	68,854
Percentage	6.42%	29.70%	25.78%	20.59%	17.31%	0.20%	100%

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1982

B. By Sex and Salary Groups

	UNDER 10,000	10,000-14,999	15,000-19,999	20,000-24,999	25,000-29,999	30,000-34,999	35,000-39,999	40,000 AND OVER	TOTAL
Males	36	1,189	12,183	11,248	7,177	3,705	2,077	2,676	40,291
Females	161	7,216	14,692	3,854	1,501	583	256	300	28,563
Total Numbers	197	8,405	26,875	15,102	8,678	4,288	2,333	2,976	68,854
Percentage	0.28%	12.21%	39.04%	21.94%	12.61%	6.22%	3.38%	4.32%	100%

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

	Mar. 31, 1981	Mar. 31, 1982
EASTERN ONTARIO PLANNING REGION		
FRONTENAC	2,109	2,122
HASTINGS	750	748
LANARK	1,384	1,503
LEEDS & GRENVILLE	1,442	1,442
LENNOX & ADDINGTON	212	207
OTTAWA-CARLETON (R.M.)	1,244	1,202
PRESCOTT & RUSSEL	249	224
PRINCE EDWARD	484	485
RENFREW	435	442
STORMONT, DUNDAS & GLENGARRY	469	471
Subtotal	8,778	8,846
CENTRAL ONTARIO PLANNING REGION		
BRANT	496	483
DUFFERIN	47	51
DURHAM (R.M.)	1,443	1,403
HALDIMAND-NORFOLK (R.M.)	374	361
HALIBURTON	90	87
HALTON (R.M.)	975	1,045
HAMILTON-WENTWORTH (R.M.)	2,106	1,992
MUSKOKA (R.M.)	869	843
NIAGARA (R.M.)	693	669
NORTHUMBERLAND	652	679
PEEL (R.M.)	1,026	1,036
PETERBOROUGH	559	549
SIMCOE	2,975	2,959
VICTORIA	294	283
WATERLOO (R.M.)	514	522
WELLINGTON	1,256	1,225
YORK (R.M.)	641	639
Subtotal	15,010	14,826
METROPOLITAN TORONTO	27,509	27,310
TOTAL CENTRAL ONTARIO PLANNING REGION	42,519	42,136

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

(continued)

	Mar. 31, 1981	Mar. 31, 1982
SOUTHWESTERN ONTARIO PLANNING REGION		
BRUCE	161	159
ELGIN	1,141	1,131
ESSEX	665	663
GREY	431	438
HURON	410	416
KENT	1,343	1,275
LAMBTON	329	329
MIDDLESEX	3,159	3,105
OXFORD	931	899
PERTH	245	242
Subtotal	8,815	8,657
NORTHEASTERN ONTARIO PLANNING REGION		
ALGOMA	1,077	1,015
COCHRANE	1,141	1,026
MANITOULIN	94	94
NIPISSING	1,524	1,519
PARRY SOUND	295	286
SUDBURY (R.M.)	1,174	1,139
SUDBURY	238	236
TIMISKAMING	337	444
Subtotal	5,880	5,759
NORTHWESTERN ONTARIO PLANNING REGION		
KENORA	929	936
RAINY RIVER	227	227
THUNDER BAY	2,323	2,277
Subtotal	3,479	3,440
OUTSIDE CANADA	17	16
TOTAL ENROLMENT	69,488	68,854

APPOINTMENTS WITHIN THE CLASSIFIED STAFF

BY MONTH

MONTH	1979-80 *	1980-81 *	1981-82 *
April	1,094	851	926
May	851	965	1,208
June	1,060	1,326	953
July	1,291	1,037	949
August	1,627	1,026	1,044
September	1,084	819	850
October	949	1,128	1,128
November	1,295	986	817
December	724	642	555
January	1,012	1,125	1,612
February	1,128	866	1,172
March	1,276	839	869
TOTAL	13,391	11,610	12,083

* Excludes the Ontario Provincial Police

APPOINTMENTS TO THE CLASSIFIED STAFF

BY MONTH

MONTH	1979-80 *	1980-81 *	1981-82 *
April	296	319	386
May	316	579	624
June	552	562	411
July	494	452	482
August	685	539	374
September	596	533	404
October	562	600	534
November	687	556	360
December	385	298	219
January	447	530	397
February	413	372	328
March	491	456	385
TOTAL	5,924	5,796	4,904

* Excludes the Ontario Provincial Police

APPOINTMENTS TO AND WITHIN THE CLASSIFIED STAFF *

MONTH	WITHIN THE CLASSIFIED STAFF	TO THE CLASSIFIED STAFF	TOTAL
1981			
April	926	386	1,312
May	1,208	624	1,832
June	953	411	1,364
July	949	482	1,431
August	1,044	374	1,418
September	850	404	1,254
October	1,128	534	1,662
November	817	360	1,177
December	555	219	774
1982			
January	1,612	397	2,009
February	1,172	328	1,500
March	869	385	1,254
TOTAL	12,083	4,904	16,987

* Includes the Ontario Provincial Police

APPOINTMENTS TO THE CLASSIFIED STAFF

A. By Age Intervals

	AT FISCAL YEAR-END		AT APPOINTMENT	
	1979-80	1980-81	1980-81	1981-82
Under 25	2,162	1,937	2,104	1,409
25 - 34	2,490	2,432	2,327	2,091
35 - 44	842	984	953	839
45 - 54	434	448	437	433
55 - 64	155	135	115	132
TOTAL	6,083	5,936	5,936	4,904

NOTE: In 1979/80, the age intervals were based on the age of the employee as at the end of the fiscal year (March 31). In future, the published figures will be based on the employee's age on the Appointment to Probationary Staff Date. Both figures have been published for 1980/81 for comparison purposes.

APPOINTMENTS TO THE CLASSIFIED STAFF

B. By Salary Intervals

	AT APPOINTMENT		
	1979-80	1980-81	1981-82
Under $10,000	1,069	221	20
10,000 - 14,999	3,298	3,172	1,768
15,000 - 19,999	1,257	1,773	2,099
20,000 - 24,999	251	431	540
25,000 - 29,999	127	165	272
30,000 - 34,999	42	77	107
35,000 - 39,999	23	42	41
40,000 and Over	16	55	57
TOTAL	6,083	5,936	4,904

APPOINTMENTS TO THE CLASSIFIED STAFF

C. By Source and Sex

	1979-80			1980-81			1981-82		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
New Employees	1,660	2,121	3,781	1,589	2,072	3,661	1,300	1,634	2,934
Re-hires	415	947	1,362	482	865	1,347	419	771	1,190
Unclassified	257	683	940	288	640	928	271	509	780
TOTAL	2,332	3,751	6,083	2,359	3,577	5,936	1,990	2,914	4,904

SEPARATIONS FROM THE CLASSIFIED STAFF

A. By Age Intervals

	AT FISCAL YEAR-END		AT SEPARATION	
	1979-80	1980-81	1980-81	1981-82
Under 25	799	823	946	640
25 - 34	2,483	2,267	2,208	2,024
35 - 44	886	820	794	847
45 - 54	481	456	454	385
55 - 64	933	882	905	822
65 and Over	835	822	763	847
TOTAL	6,417	6,070	6,070	5,565

NOTE: In 1979/80, the age intervals were based on the age of the employee as at the end of the fiscal year (March 31). In future, the published figures will be based on the employee's age on the Separation Date. Both figures have been published for 1980/81 for comparison purposes.

SEPARATIONS FROM THE CLASSIFIED STAFF

B. By Salary Intervals

	AT SEPARATION		
	1979-80	1980-81	1981-82
Under $10,000	312	63	21
10,000 - 14,999	3,419	2,961	1,199
15,000 - 19,999	1,545	1,640	2,391
20,000 - 24,999	614	750	998
25,000 - 29,999	278	294	399
30,000 - 34,999	112	152	246
35,000 - 39,999	74	105	127
40,000 and Over	63	105	184
TOTAL	6,417	6,070	5,565

SEPARATIONS FROM THE CLASSIFIED STAFF

C. By Years of Classified Service

	AT FISCAL YEAR-END		AT SEPARATION	
	1979-80	1980-81	1980-81	1981-82
Less than 1 year	362	359	894	235
Less than 2 years	673	853	661	787
Less than 3 years	609	583	485	574
Less than 4 years	601	431	442	384
Less than 5 years	350	433	323	330
5 years and over	3,822	3,411	3,265	3,255
TOTAL	6,417	6,070	6,070	5,565

NOTE: In 1979/80, the number of years of service was based on the end of the fiscal year (March 31). In future, the published figures will be based on the number of years of service on the Separation Date. Both figures have been published for 1980/81 for comparison purposes. Service prior to the Appointment to Probationary Staff Date which was recognized at the time of a takeover (e.g. Ontario Hospital Services Commission) is not included in this table.

SEPARATIONS FROM THE CLASSIFIED STAFF

D. By Reason and Sex

	1979-80			1980-81			1981-82		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Retirement	985	452	1,437	936	488	1,424	942	456	1,398
Dismissed	35	24	59	57	33	90	36	19	55
Released	42	35	77	11	15	26	42	33	75
Resigned	1,818	2,689	4,507	1,447	2,632	4,079	1,347	2,367	3,714
Transferred	59	32	91	117	113	230	43	21	64
Death	187	59	246	160	61	221	188	71	259
TOTAL	3,126	3,291	6,417	2,728	3,342	6,070	2,598	2,967	5,565